

**Inspector General Program of Resignee Interviews
(GS-12 and Above), Report for Fiscal Year 1961**

Recommendation "a"

"The Deputy Director (Support) establish a program of conferences between future resignees joining educational institutions and selected senior staff employees in the interest of improving public relations."

1. The requirement of this recommendation has been met by establishing a group of well-qualified senior officers to conduct interviews with these resignees prior to their departure. Each Deputy Director has designated such officers as well as a coordinator to assist the Office of Personnel in making the necessary arrangements.
2. Being mindful of the need to maintain good public relations with other Government departments and private industry, we have to extend the scope of this program to include all voluntary resignees in grades GS-12 and above. This also has been approved by the Deputy Directors.
3. To assist the interviewers in this task the Office of Personnel will:
 - a. Notify the appropriate coordinator of the resignees' impending departure as far in advance as possible.
 - b. Provide basic data concerning the individual by forwarding the personnel folder or a biographic profile.
 - c. Provide a copy of the results of the regular pre-exit interview which will contain a preliminary appraisal of the resignees' attitudes toward the Agency and his work.
 - d. Provide guidance to interviewing officers by means of conferences on effective techniques and through an interchange of experiences and ideas.
4. These interviews were instituted effective 1 December 1961.

**Inspector General Program of Assignee Interviews
(GS-12 and Above), Report for Fiscal Year 1961**

Recommendation "a"

"The Deputy Director (Support) direct the Office of Personnel to prepare a program for continuing analysis of employees' motivations in respect to the Agency and the work."

1. The program envisioned by the Inspector General as reflected in the text of his report requires a carefully controlled approach if it is to produce the desired results. The purpose as defined by the Inspector General is to identify the "intangible balance of forces that motivates individuals to seek opportunities outside the Agency." The specific objectives as we define them will be to gather information on employees' attitudes toward their work (satisfactions and dissatisfactions) and toward Agency personnel policies and practices which would provide a factual basis for decisions relevant to the Agency's system of personnel management.

2. We propose to develop the program by the survey method of interviewing random samplings of employees in selected categories. Interviews will be conducted by senior officials of the Office of Personnel under conditions that will preserve the confidence of the employees and ensure the anonymity of their views and comments.

3. The first category of employees to be selected for interviewing will be male professionals between the ages of 30 and 40 and in grades GS-12 and GS-13. This is the group identified by the Inspector General as probably being most vulnerable to unfavorable motivating influences and whose attitudes could provide significant information. There are, at present, [REDACTED] employees in this category and a sampling of about 20 per cent should produce data that could be accepted as representative of the entire group. Sampling will be by random selection but organized to obtain proportionate distribution among the major components of the three Deputy Directorates.

4. The information gathered from the interviews will be analyzed and collated and the results published at the conclusion of the survey. Since the services contributed by the interviewers will be in addition to their regular duties, it is estimated that approximately one year will be required for completion. Thereafter, surveys of other categories of personnel will be undertaken.

5. The success of the program depends upon the wholehearted cooperation of the employees interviewed and their superiors. To enlist their cooperation and to ensure that the purpose and objectives are thoroughly understood, we propose to publish an Agency notice describing the program in detail. Such notice will be issued in advance of the initial survey tentatively scheduled to begin the first week of January 1962. A draft of the proposed notice is attached.

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